

**SECRET**

27 AUG 1971

**Career Trainees Assigned to Support Directorate Career Services - FY 69 to FY 71**

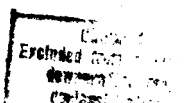
<u>Career Service</u>	<u>No.</u>
<u>FY 69</u>	
Support	3
Security	5
Personnel	2
Finance	3
Logistics	<u>4</u>
Total	17

**FY 70**

Support	1
Security	2
Finance	4
Logistics	1
Communications	2
Training	<u>1</u>
Total	11

**FY 71**

Security	1 (2 additional Security types possibly in October 71)
Logistics	1
Communications	<u>1</u>
Total	3

**SECRET**

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

DD/S 71-3085

MEMORANDUM FOR: Director of Communications

25X1



Re your 20 July 1971 memorandum on personnel ranking.

The management of the marginal employee is, no doubt, the most difficult. The real stinker may be tough but usually knows he is and really isn't terribly surprised when we move against him. The really good man is a challenge to our skill in helping him be even better. The average guy is a joy--he does his job and is satisfied with his lot. So far, I've said nothing you don't already know.

It was in recognition of the problem inherent in the marginal man that the inverse ranking procedure--by whatever name known--was developed. It is the nature of most of us to lean forward a bit when we rate the individual even though our fitness report system instructs us to make comparative evaluations. The result--a record of a "Proficient" performance which really wasn't. It's not until we rank each against his peers that we identify and admit to ourselves the marginality of some numbers of a group. In your Career Service, this is the CEL. It is entirely proper that this is retained in the Career Service and not made a part of the Official Personnel File. However--and this is the crux--the Career Service should also reflect that the individual has been told where he stands. If he pulls up his socks and turns in a truly proficient performance and as a result betters his position on the CEL, then the record remains a Career Service matter and is not recorded for all time in the OPF. If he doesn't improve, the Career Service record can be (and is) used to support, if necessary, separation or other adverse action.

It would be better if the fitness report always called the shots with precision, but as long as they continue to be rendered one-at-a-time we will have to depend upon competitive ranking. And these I think are better not made permanent--by inclusion in the OPF--but rather formally used outside the Career Service only when action outside the Service is initiated. A last point--when the Career Service is not able to effect the desired and justified action, the Agency mechanism and authority can and should be used. Perhaps you have been unnecessarily reluctant.

Robert S. Wattles

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DL/S 71-3052

FROM:		EXTENSION		NO.
Director of Personnel 5E56 HQS				
		DATE		STAT
		30 JUL 1971		
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Acting Deputy Director for Support				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

1. I know the problem that can arise when an employee's performance is documented as adequate by his Fitness Reports but who is rated as inadequate on the CEL. I believe this is something any Career Service will face when they undertake competitive ranking.

2. Each Career Service, faced with this dilemma, will have to resolve it in terms of its own considered judgment and I do not see how matters can be very much helped by inclusion in the Official Personnel File of an employee's standing as a result of current competitive evaluations. I agree with you that the results of such evaluations are best retained in the Career Service file until such time as formal action is warranted. In processing a separation action, a component is not limited to what is in the OPF--all soft file and CEL information is valid as supporting documentation. In fact, the Selection-Out process in the Clandestine Service makes use of CEL or Panel documentation almost exclusively to support action.

3. The essential thing is that the individual whose standing is low enough to indicate a sub-standard evaluation of his suitability be told precisely the

(over)

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8


Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

MEMORANDUM FOR: Assistant Deputy Director for Support  
 SUBJECT : Personnel Ranking  
 REFERENCE : ADDS memo, same subject, dtd 25 June 71

1. The Office of Communications has for many years had a competitive evaluation system which includes the identification of those individuals whose performance is not up to standard. Our OC Orders specify that competitive evaluation listings be divided into three groups - the top group being those recommended for promotion, the middle group is an alphabetical listing of those not considered eligible for promotion and the third group is a list of those individuals, if any, who do not measure up. I wish to emphasize that this third group contains only names of those persons who are not considered qualified at their grade level in their specific speciality. In other words, we do not use an arbitrary number or percentage who must be identified as the "bottom of the list."

2. We have had varying degrees of success in the follow-up actions for those at the bottom of the lists. At times a transfer to another speciality either within the Office or within the Agency is indicated and we make every effort to effect such transfers. We have also been successful in some individual cases in encouraging resignation or early retirement. Our biggest problem are those individuals (luckily we have very few of them) who are considered by their Competitive Evaluation Panel to be performing below the standards of their grade level and who are not qualified for other specialities and cannot be induced to resign or retire. In several of these cases we have found that documentation, particularly fitness reports show "proficient" performance. The CEL, as you know, is not based strictly on performance, but includes such factors as potential, assignability and leadership. So a person who is adequate in performance can be rated inadequate on the CEL. We therefore end up with the problem of how to induce these individuals to make a change in their careers without really suitable documentation to force their resignation, since the CEL is not part of the official personnel file. One obvious course we have been following is to attempt, once a person is so identified, to make sure that the supervisor does record the inadequacies of the individual in the narrative of subsequent fitness reports. This process tends to prolong termination action over a long period of time.

3. It is suggested that the Agency study the adoption of some method of recording, in official personnel records, the results of competitive evaluations when they indicate sub-standard evaluation of an employee. Such documentation would be of great assistance in termination cases.

  
 Director of Communications

25X1

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8



**CONFIDENTIAL**  
**EYES ALONE**


20 JUL 1971

MEMORANDUM FOR: Assistant Deputy Director for Support  
SUBJECT : Personnel Ranking  
REFERENCE : ADDS memo, same subject, dtd 25 June 71

1. The Office of Communications has for many years had a competitive evaluation system which includes the identification of those individuals whose performance is not up to standard. Our OC Orders specify that competitive evaluation listings be divided into three groups - the top group being those recommended for promotion, the middle group is an alphabetical listing of those not considered eligible for promotion and the third group is a list of those individuals, if any, who do not measure up. I wish to emphasize that this third group contains only names of those persons who are not considered qualified at their grade level in their specific speciality. In other words, we do not use an arbitrary number or percentage who must be identified as the "bottom of the list."

2. We have had varying degrees of success in the follow-up actions for those at the bottom of the lists. At times a transfer to another speciality either within the Office or within the Agency is indicated and we make every effort to effect such transfers. We have also been successful in some individual cases in encouraging resignation or early retirement. Our biggest problem are those individuals (luckily we have very few of them) who are considered by their Competitive Evaluation Panel to be performing below the standards of their grade level and who are not qualified for other specialities and cannot be induced to resign or retire. In several of these cases we have found that documentation, particularly fitness reports show "proficient" performance. The CEL, as you know, is not based strictly on performance, but includes such factors as potential, assignability and leadership. So a person who is adequate in performance can be rated inadequate on the CEL. We therefore end up with the problem of how to induce these individuals to make a change in their careers without really suitable documentation to force their resignation, since the CEL is not part of the official personnel file. One obvious course we have been following is to attempt, once a person is so identified, to make sure that the supervisor does record the inadequacies of the individual in the narrative of subsequent fitness reports. This process tends to prolong termination action over a long period of time.

3. It is suggested that the Agency study the adoption of some method of recording, in official personnel records, the results of competitive evaluations when they indicate sub-standard evaluation of an employee. Such documentation would be of great assistance in termination cases.

  
Director of Communications

25X1

**CONFIDENTIAL**

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Next 1 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

15 NOV 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

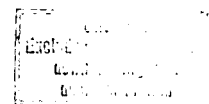
SUBJECT : Personnel Ranking

REFERENCE : Your memorandum dated 25 June 1971,  
subject as above

1. This responds to your request in the referent memorandum for information on our procedures for the inverse ranking of personnel, and on action we consider appropriate for the bottom fraction at each grade level.

2. All SF personnel in grades GS-07 through GS-15 are evaluated and competitively ranked by the SF Career Service Board or Panels at least annually. We do not competitively evaluate or rank personnel in grades GS-06 or below. The SF Junior Professional Panel evaluates and ranks personnel in grades GS-07 through GS-09; the SF Evaluation Panel evaluates and ranks personnel in grades GS-10 through GS-13; and the SF Career Service Board evaluates and ranks personnel in grades GS-14 and GS-15. The Board also reviews and, as appropriate, modifies or concurs in the rankings prepared by the two Panels. The Competitive Evaluation Lists for personnel at each grade level are forwarded to the Director of Finance, as Head of the SF Career Service, for final review and approval.

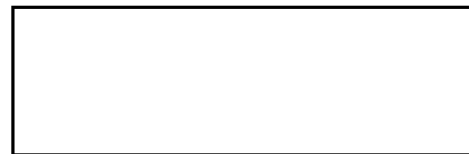
3. The modus operandi followed in ranking SF personnel tends to vary slightly between the Board and Panels; however, the basic factors considered are essentially the same for all grade levels. The entire Agency employment record is made available for each employee, but from the standpoint of performance, emphasis is placed on the Fitness Report record and other pertinent record data during the past 2-3 years. The same careful consideration in ranking is given to those careerists who fall at the bottom of the list as is given to those who fall in the top group. It has been our experience that considerably more time proportionally is often required in ranking those careerists who fall at the bottom of the list. Although this is not by design, it evidences recognition on the part of Panel and Board members of the significance which may be attached to the lower rankings and the possible impact on the career of each employee concerned. To date, our rankings have not been prepared with the thought that they would be used for reduction-in-force action. However, I do not believe that the lists would be significantly different if they were prepared with this specific objective in mind.



- 2 -

4. With respect to action taken on those careerists at the bottom of our Competitive Evaluation Lists, we have no formal or unique procedure established to deal with these employees. For those employees who are unable to meet current performance standards, formal action as appropriate is taken to effect their separation. For those employees who repeatedly fall at or near the bottom of our lists, we remain alert to opportunities for their transfer or separation in the interest of the overall qualitative improvement of the SF Career Service. The action we have taken to date on our careerists in the bottom portions of our CEL's has consisted of reassignment explorations, persuasion to seek other employment, and encouragement to apply for early retirement. If we are placed under stronger pressure to accelerate action to get down to our authorized ceiling, it would be necessary to develop alternative and more positive actions to supplement normal attrition.

5. With respect to those cases where it is apparent that an employee has talents or interests which might be better utilized in another Support component, we suggest the case might be referred to you or a member of your staff for endorsement to the appropriate DD/S Office. This would have the advantage of ensuring that deserving cases received special handling and are identified as warranting more than routine reassignment consideration. A more positive alternative would be the establishment of a special assignment committee composed of senior DD/S officers with the authority to make directed assignments in those deserving cases where an employee is simply misassigned but who has abilities which could be used in another Office with minimum reorientation and training.



25X1

L. H. Bush  
Director of Finance

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Next 1 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Logistics  
1206 Ames Center Building

EXTENSION

NO.

DATE

19 AUG 1971

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Support  
7D26 Headquarters Building

To 1:

I have signed the attached paper. The computations and analysis that led to the "Future Indications" are now highly suspect because the work was accomplished prior to the OMB directive on the reduction of the average grade and the Presidential "wage and price freeze" edict. Accordingly, until we recompute average grade and until we are given policy guidance on a potential five percent T/O reduction, we really do not know where we stand. STAT

John F. Blake

UL 1 449C

~~SECRET~~

71-3299

19 AUG 1971

MEMORANDUM FOR: Deputy Director for Support

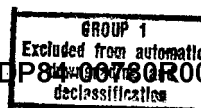
SUBJECT : OL Situation Report - PMMP 70's  
(Step 3)This memorandum is for information only.a. BACKGROUND

Promotions in this Career Service to grades GS-11 through GS-15 through FY 1980 will, with rare exceptions, follow hand-in-glove the retirement pattern. Resignations, allotment of new positions, upgrading, reassignments from the Career Service, and deaths will not significantly contribute to upward mobility in comparison with retirements. The retirement pattern in the past 3 years has jelled into peaks and valleys triggered by cost-of-living increases, the relaxed criteria for discontinued service retirements, and the rush toward December retirement for income tax purposes. The effect of the now established pattern was considered in analyzing the mobility projection with the following conclusions. The impact of existing or new retirement incentives cannot be foreseen. Nevertheless, while incentives might distort the picture at a given point in time, over a period of 9 years any adjustments in retirement dates will average out. Consequently, it is not considered necessary to refine to any appreciable extent precedent figures used as a base to project input requirements assuring upward mobility and viability.

b. FUTURE INDICATIONS

(1) We are predicting 139 available spaces in grades GS-11 through GS-15 between FY 1972 and FY 1976, but we also think we will need headroom for 167, or a deficit of 28 (Attachment 1). We will have a critical shortage in all grades with possible exception of GS-13's.

(2) We are predicting 114 headroom spaces in grades GS-11 through GS-15 between FY 1976 and FY 1980 (Attachment 2). Again, we foresee real personnel administrative problems because we will need at least 156 spaces, or a deficit of 42. This period will be particularly barren for people who should be promoted to GS-11 or GS-12.

~~SECRET~~

OL 1 4493

~~SECRET~~

SUBJECT: OL Situation Report - PMMP 70's (Step 3)

c. IMMEDIATE OBJECTIVES

(1) Recruitment will continue predominantly at the trainee and junior - management levels. Some input is anticipated at the middle-management level, but the emphasis will be on selective recruitment and training. The broad exposure at all levels of Logistics personnel to ADP-oriented systems will be continued and expanded, as will our program for the identification, assistance, and training of clerical and blue-collar personnel capable of advancing to the professional fields. The successful program of cross-training employees in the supply systems for lateral movement into the procurement field will also be expanded.

(2) We intend to seek higher grade allocations for the senior Logistics Officers in the DD/P area divisions.

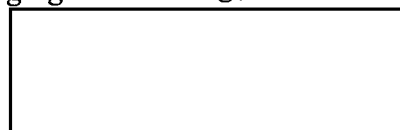
d. LONG-RANGE OBJECTIVES

(1) With the expansion of current programs, selective recruitment, a commonsense approach to training, and an across-the-board application of ADP techniques, the emerging replacements for the current GS-11 through GS-15 group will have the management sophistication necessary to cope with the mushrooming technology predicted for application on both the public and private sectors during this decade.

(2) Developmental goals include permeation of all feasible programs by ADP, selective exposure of Logistics Officers to limited tours in related but non-logistics areas, and the standardization of Logistics positions by grade, title, and functions in elements outside the Office of Logistics.

e. PROBLEM AREAS

To maintain a viable Career Service, it is of the utmost importance to be granted relief from the average grade ceiling. We have reviewed the records of those personnel currently in grades GS-09 through GS-14 and have concluded that our "needed headroom" shown on Attachments 1 and 2 are minimum requirements. We think it only realistic to be able to promote, on an annual basis, 10 percent of personnel in this grade group. However, if no relief is received to the average grade ceiling, we will be able to promote only 8 percent of these SL Careerists.



John F. Blake  
Director of Logistics

25X1

2 Atts

~~SECRET~~



STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Next 4 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

CONFIDENTIAL EYES ONLY

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

71-3217

13 AUG 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Personnel Ranking

REFERENCE : Memorandum from A-DD/S, dated 25 June 1971,  
subject as above

As requested, following is a summary of procedures used by the Medical Career Service in personnel ranking and, more specifically, in taking action on personnel ranked lowest.

a. SD:SM personnel are competitively evaluated annually in accordance with [ ] by the respective panels of the Medical Career Board -- Panel A (Medical Officers), Panel B (Psychology) and Panel C (Medical Technicians and Medical Service Officers).

25X1

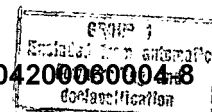
b. Historically these annual rankings with reference to promotability have not normally been used for any "selection out" considerations. Such considerations have not waited for nor depended on such formal periodic rankings. Our career service is sufficiently small that the quality of each employee's performance is generally known.

c. Action is normally taken upon evidence of unacceptable or sub-par performance. Some examples are:

(1) In 1968 an SD:SM medical technician returned to headquarters upon completion of a tour at Saigon. It was evident from fitness reports and discussions with senior Saigon medical personnel that his performance, although rated "Proficient" on his latest fitness report, was clearly the least impressive of the several SD:SM at the Saigon station. The employee was informed by us that in our judgment there was no promising future for him in the Agency medical program and

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

CONFIDENTIAL EYES ONLY



SUBJECT: Personnel Ranking

that he would be well advised to consider employment elsewhere in the Agency. We would, he was informed, assist him in seeking reassignment to the administrative type of work he preferred and for which he was recommended in his last fitness report. As the result of these discussions and based on the results of aptitude testing by our Psychological Services Staff, employee was reassigned.

(2) More recently, we received indication from another station in the Far East area that the duty performance of one of our medical technicians had fallen off noticeably from its previous high level. We conferred at once with the Regional Medical Officer in whose region the technician served and were appropriately prepared for a direct "career conference" with the technician when he came to headquarters. His stay at headquarters also included a special medical evaluation that in turn included psychiatric evaluation. As a result of these actions we have satisfied ourselves that the earlier indication of questionable performance is unlikely to recur, and the technician has been approved for a new overseas tour.

(3) In early 1971 the annual fitness report on an SD:SM clerk showed "Marginal" overall performance. As a result of this, her Periodic Step Increase that would have become effective in July 1971 has been withheld pending demonstration of an acceptable performance. If this does not develop, we shall consider with the Office of Personnel further action including the possibility of involuntary separation.

d. It is therefore our belief that adequate procedures are available and are being used for the identification of and appropriate action in cases of any SD:SM employee rendering a questionable performance.

e. Although the referent memorandum clearly pertains to career (staff) personnel, it may be of

~~CONFIDENTIAL EYES ONLY~~

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

SUBJECT: Personnel Ranking

some interest to know that the inverse ranking principles mentioned in that memorandum have for the past year been applied implicitly to the evaluation of our WAE contract personnel, and that as a result certain personnel have been terminated.



25X1

JOHN R. TIETJEN, M. D.  
Director of Medical Services

~~CONFIDENTIAL EYES ONLY~~

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Next 1 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Personnel Ranking

REFERENCE : Memo from ADDS for Office Heads dtd 25 June 71, Same Subj

1. This memorandum is for your information.
2. Referent memorandum expresses the need of a formal procedure in our Career Service Personnel Ranking Program to be applied to the bottom as well as the top employees in each of our grade levels with as much care and effort given to the marginal cases as we give to the top cases.
3. Although you are familiar with our past history in this regard, I should like to touch on it briefly for the record and to lay the ground work for what we are currently doing and will do in the future.
4. In recent years we have ranked our Careerists at each grade level in three groups--top, middle and bottom. Promotion evaluations are accomplished on a semi-annual basis and before each of these evaluation periods the rankings have been adjusted. Our Career Board meets in July and in February for the purpose of promotion determinations.
5. As you'll recall, from June 1968 to January 1969 we conducted a formal ranking procedure which I believe was more in line with what you suggest in referent memorandum. We identified personnel at each grade level from GS-07 through GS-14 who would fall in one of the three groups mentioned above. At the bottom group we included only those considered to be marginal employees. A total of 22 people were identified as marginal and appropriate follow-on discussions with the employees were determined in each case. Of these 22 persons, eight have retired or resigned, three will leave within the next twelve months, five have since been removed from the marginal category due to improved job performance and six are still identified as being among the lower ten persons in their grade levels. The most successful means of resolving these cases rested in encouraged early retirement, either optional or discontinued service. While six have not particularly improved in their performance, it is interesting to note that five have so improved that they have been removed from the marginal listing. Of these, four have even been promoted.
6. As you know, in relation to our Succession Development Program and our PMMP 70's studies we have been continuously grading Careerists on the basis of the "fast track-middle track-slow track" philosophy which is somewhat in keeping with our formal three-group exercises.

**CONFIDENTIAL**  
**EYES ONLY**

7. In the past few months, preparatory to our current promotion determinations, we have gone a step further by ranking our officers in the GS-12, GS-13 and GS-14 grade levels from top to bottom with the top numbered one through ten and the lower ten ranked inversely. We have created a second Career Service Panel, intermediate to our Senior Career Board, with jurisdiction over grades GS-08 through GS-13. One of the first responsibilities given this panel will be the ranking of all employees at those grade levels with a corresponding attention to inverse rankings as well as to top rankings. Our current Junior Competitive Evaluation Panel will rank formally our GS-07's. We expect, therefore, by the time of our next promotion considerations--February 1972--to have all of our personnel from GS-07 up formally ranked from top to bottom.

8. In addition to the above ranking exercises we intend to examine our position requirements and our employees to identify those positions which require technician skills primarily and those employees whose qualifications and potential are either limited to careers involving service as Personnel Technicians or indicate broad careers ahead as professional Personnel Officers. This procedure will assist in the ranking exercises by permitting a reasoned differentiation between the individual who cannot expect to advance much beyond a given grade level within a specified range of positions and the individual whom we would expect to have a relatively unrestricted future. This we feel will be especially important at the grade levels below GS-11.

9. Upon completion of the ranking procedures, determinations will be made as to appropriate action to be followed with regard to each individual who falls within the bottom ten of his grade level. In every instance, we believe it's necessary for the employee to know that he has been ranked at the lower level of his grade grouping and he will be told the reasons why. In some instances careful counseling will result in improvement of job performance and the individual will be able to lift himself from the lower ranking. This will be most likely to occur at the lower grade levels. At the higher grade levels--GS-12 and up--improvements in attitude and performance will be less likely to occur. Those officers at the higher grade levels who in our considered judgment are unlikely or unable to alter the qualities which placed them at the lower level will be informed of the uncertainty of their position in the Career Service and, where appropriate, will be urged to think of early retirement. Some at the higher grade levels will be obstructing the future advancement of more talented persons and it is possible that if this continues to be a critical problem we may well have to resort to the procedures of   We have already notified one of our senior officers that he now finds himself in this position.

25X1

10. I do not really believe that serious problems involving individuals ranked at the bottom of their grade groups will be resolved by movement outside this Career Service into positions elsewhere in the Directorate.

**CONFIDENTIAL**  
**EYES ONLY**

EYES ONLY

Such movement will be better utilized for those who are ranked in the upper half of their grade group and who may well benefit over the long career haul by movement elsewhere. There is little doubt in my mind that problems created by relatively senior officers who fall repeatedly within the inverse rankings are ours to resolve. This will take time but it is somewhat encouraging to note that of those 22 persons identified as marginal employees in January of 1969, 16, or roughly 73 percent, are no longer or will shortly cease to be, problem cases.



25X1

Harry B. Fisher  
Director of Personnel

Att

EYES ONLY



EYES ONLY

DD/S 71-2514

25 JUN 1971

MEMORANDUM FOR: Acting Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Acting Director of Personnel ✓  
Director of Security  
Director of Training

SUBJECT : Personnel Ranking

25X1

1. This is just to firm up Mr. Coffey's comments at the DD/S Staff Meeting on the 22nd of June. You will recall the briefing which [ ] gave us in April on the experience the Clandestine Service had had with their evaluation program. The sizes of our various Services don't require as formal structures perhaps as the Clandestine Service uses, but certainly the purpose applies equally well. What is desired is as formal a procedure applied to the bottom as you use for ranking the top of the grades and as much care and effort given to the marginal cases. Obviously, if all we do is identify the poorest performers and then don't do anything about them, we've wasted a lot of effort. Since our various Services differ not only in size but in qualitative makeup, it wouldn't be desirable to establish any single system, but we would like to know what sort of procedures you currently follow or propose to follow in the inverse ranking and in taking action on that bottom fraction, whatever it might be, that you feel requires or deserves action. Undoubtedly, there will be some cases which might find resolution outside the respective Career Service but elsewhere in the Directorate. -- How would you propose they be handled?

2. We don't want to set a deadline but would like to see an outline of your procedures sometime in the next few months and, of course, would expect that everyone in your Service will have been ranked within a year.

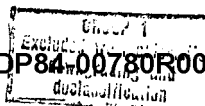
25X1

[ ]  
Robert S. Wattles  
Assistant Deputy Director  
for Support

cc: DDS/CMO

CONFIDENTIAL

EYES ONLY



STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

SECRET  
EYES ONLY

17 NOV 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Personnel Ranking

REFERENCE : (a) DD/S 71-2514 to D/S dtd 25 June 1971,  
subject as above(b) Memo to DD/S fr D/S dtd 8 Nov 71,  
subject: Presidential Personnel  
Reduction1. This memorandum is for your information only.

2. In compliance with reference (a), this memorandum contains an outline of the procedures being followed to identify and rank OS professional employees who do not measure up to the Career Service level of competence and performance. In this connection, reference (b) included a statement as to the action being taken by this Office relative to marginal employees.

3. Before indicating the action taken after receipt of reference (a), I would like to point out that OS professional careerists are evaluated twice each year by grade level and are placed in one of the following categories by the Career Board for my review and approval:

- a. Deserving of Promotion Now
- b. Developing and Will Warrant Promotion Later
- c. Good Employee at Present Grade
- d. Adequate Performance at Present Grade

In addition, a review was earlier made by the OS/CSB of all professional employees to determine those employees who should be considered

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

EYES ONLY

SECRET  
EYES ONLY

marginal from a performance standpoint. As a result of this review, documentation was prepared on the employees believed to be marginal indicating the reason for identification and the remedial action to be taken.

4. Following receipt of reference (a) the Office of Security Career Service Board has taken the following actions:

(a) Each Deputy Director and Staff Chief as a member of the Board, was instructed by the Chairman of the Board to identify all employees under his jurisdiction who were considered marginal. Factors considered in identifying the employees were performance (on the job effectiveness, judgment, initiative, etc.); personal characteristics (integrity, self-discipline, standards of conduct); potential (abilities and experience, qualifications and desire to perform at higher levels); and assignability.

(b) At a subsequent meeting, the Board compiled a list of all employees so identified. Following a thorough review of the official records pertaining to the individuals concerned, a determination was made by the Career Service Board as to whether or not the individuals were marginal or near marginal and therefore should remain on the list.

(c) At the present time the file of each individual included on the list is being reviewed by the Secretary of the OS/CSB and a summary is being prepared indicating the causative factors for their low ranking.

5. At future meetings of the Board the summaries will be reviewed and a determination made as to the action to be taken where the files lack documentation. The employees will then be ranked in inverse order and a recommendation submitted for my approval. We also plan to explore the possibility of assigning some of the employees included on the list to other components in the Directorate on a trial basis to determine their suitability for other types of support work.

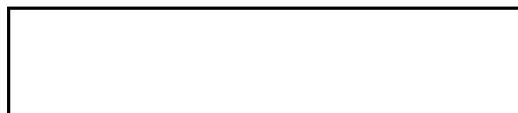
6. In addition to the actions taken above by the OS/CSB, at one of my recent weekly staff meetings I instructed supervisors down through Division level to identify any employees under their supervision

SECRET

SECRET

who are considered marginal and to counsel them in an effort to improve their performance. Further, that they should be told that unless improvement is shown, further administrative action may be taken which could lead to termination.

7. We will be glad to furnish any additional information which may be required relative to this matter.



Howard J. Osborn  
Director of Security

25X1

SECRET

MR. WATTLES - *JW*

*DO NOT*

Note: All Support Directorate  
responses have been received  
except for OTR's - which will  
be forwarded by tomorrow.

Peggy - to hold with other responses

STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

SECRET

71-4711

07 06:00

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Personnel Ranking

REFERENCE : Memo to DTR from ADDS dtd 25 Jun 71,  
same subject

1. In the ranking of GS-12 through GS-14 ST professional careerists, we arrived at three basic groupings: Those who will progress in grade and responsibility, those whose performance is fully acceptable but who will probably not advance in grade, and those whose long term usefulness to OTR (and the Agency) is questionable.

2. The overall group of ST designees ranked is, of course, relatively small with the result that the questionable category amounts to about three employees. Two of these are eligible for retirement. While we have not yet investigated possibilities in other career services, it is highly doubtful that either man is saleable outside OTR. Our alternative then is to press for their retirement. The third individual is not eligible for retirement benefits. Our efforts thus far to find him an appropriate assignment elsewhere have not succeeded.

3. In the second category (will not advance), there are quite a number who are or will be eligible for retirement. It is our plan therefore to monitor the performance of employees in this group rather closely. Should individual performance begin to sag it is quite likely that retirement could be the avenue suggested. If this were not possible, the individual would be declared surplus to OTR's needs which would presumably result in eventual separation from the Agency.

25X1

HUGH T. CUNNINGHAM  
Director of Training

SECRET

GROUP 1  
Excluded from automatic  
downgrading and  
declassification



DD / S E R C E T R E

FILE

DIS 71-4571

24 NOV 1971

25X1

MEMORANDUM FOR:

SUBJECT: Staff Operations Panel

Dick:

1. As a consequence of one of the recommendations from our Support Career Service Conference, we are resuming a program of planned rotations on the Staff Operations Panel, and will now select members of this Panel from officers in Grade GS-15 and above.

25X1

2. I had a meeting of all Support Career Service members in Headquarters on 17 November 1971. I announced that since you had served for the longest period on the Staff Operations Panel, I was appointing  to replace you effective that date. I wish to express my sincere appreciation for the fine contribution you have made to the Panel's activities and to your overall help to us in managing the "S" Career Service.

(signed) John W. Coffey

John W. Coffey  
Deputy Director  
for Support

25X1

SSA/DDS

vld (11-23-71)

Distribution:

Orig - Addressee

2 - DDS Chrono/Subject

1 - DDS/CMO

1 - SSA/DDS

**SECRET**

DD/S 71-3473

FILE

*Personnel 5*

**MEMORANDUM FOR: Executive Director -Comptroller**

**SUBJECT : Average Grade Reduction**

1. This memorandum contains a recommendation for your approval. This recommendation is contained in paragraph 4.

2. In accordance with the instruction to develop a Career Service Personnel Plan on average grade reductions for FY 1972, each Career Service in the Support Directorate has prepared a plan which will accomplish this objective. A copy of each plan is attached. A brief summary of action proposed by each Career Service follows:

a. Finance - SF - (Average Grade Reduction 9.9087 to 9.8246)

The Finance Career Service Plan effects a reduction of ten employees during FY 72 from the 30 June 1971 personnel on-duty strength of . The reduction in average grade will be accomplished by the loss of mandatory retirees, persuading or encouraging early retirement, and normal clerical attrition. To reach the average grade target and still maintain the morale and viability of the Office of Finance, accession into the Career Service not only includes replacement of clerical losses with personnel one or two grades lower but also includes a minimum input of seven junior professional employees. This will permit limited promotion at the rate of 1/3 of the normal yearly figure used during the past years. Should additional reductions in ceiling be imposed on the Office of Finance, identification of surplus personnel for separation from the Career Service will be necessary. The statistical summary of the Finance Plan follows:

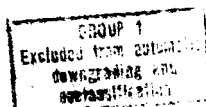
25X9

Separations - 38 (15 GS-09 and above; 23 below GS-09)

Accessions - 28 (1 GS-09 and above; 27 below GS-09)

Promotions - 29 (7 GS-09 and above; 22 below GS-09)

**SECRET**



**SECRET**

-2-

**b. Security - SS - (Average Grade Reduction 10.3342 to 10.2408)**

The Office of Security Plan effects a reduction of 19 employees during FY 72 from the 30 June 1971 personnel on-duty strength of [ ] To accomplish this reduction, the Director of Security does not anticipate any great problems. The plan to effect a reduction in average grade has been based on actual experience on separations, accessions and promotions thus far in FY 72 along with projections based on previous experience encountered during FY 70 and FY 71. The statistical summary of the Security Plan follows:

25X9

Separations - 87 (24 GS-09 and above; 63 below GS-09)  
Accessions - 68 (2 GS-09 and above; 66 below GS-09)  
Promotions - 45 (24 GS-09 and above; 21 below GS-09)

**c. Communications****(1) Communications - SC - (Average Grade Reduction 9.9299 to 9.8566)**

The Office of Communications Plan effects a reduction of 16 employees during FY 72 from the 30 June 1971 on-duty personnel strength of [ ] It is not anticipated that the Office of Communications will have any problem in reducing its average grade. Based upon past attrition experience within the Communications Career Service, a projection has been made of the separations during FY 72. At the same time accessions have been limited to those considered necessary to continue the functions of the Office of Communications. Unfortunately, the Office of Communications has already made 52 promotions during July and early August. This will permit only three more promotions during the remaining portion of FY 72, assuming, of course, that the figures on separations and accessions prove to be valid. The statistical summary of the Communications Plan follows:

25X9

Separations - 130 (71 GS-09 and above; 59 below GS-09)  
Accessions - 114 (10 GS-09 and above; 104 below GS-09)  
Promotions - 55 (42 GS-09 and above; 13 below GS-09)  
Of these 55, 52 have already been effected.

**SECRET**

**SECRET**

-3-



25X1

**d. Medical Services - SM - (Average Grade Reduction 9.7634 to 9.6727)**

The Office of Medical Services Plan effects a reduction of four employees during FY 72 from the 30 June 1971 on-duty personnel strength of [ ] In implementing the required reduction in average grade there will be considerable impact on Headquarters medical programs and personnel including efforts to obtain and retain the services of high-grade professional career-oriented personnel. Accessions will be rigidly controlled to the point that one less psychologist will be brought on board in the Psychological Services Staff (already critically understaffed) than previously planned and it will be necessary to forego the planned conversion of one M. D. (regional medical officer) from Contract to Staff status. Also included in the Office of Medical Services Plan is the proposal to convert one medical officer to the scientific pay schedule. The statistical summary of the Medical Services Plan follows:

25X9

Separations - 11 (8 GS-09 and above; 3 below GS-09)

Accessions - 7 (2 GS-09 and above; 5 below GS-09)

Promotions - 12 (5 GS-09 and above; 7 below GS-09)

**e. Training**

**(1) Training - ST - (Average Grade Reduction 10.5074 to 10.4297)**

The Office of Training Plan effects a reduction of 12 employees during FY 72 from the 30 June 1971 on-duty personnel strength of [ ] In order to retain some semblance of progression in the Training Career

25X9

**SECRET**

**SECRET**

Service and still reduce the average grade, 12 employees (two GS-15's; three GS-14's; two GS-13's; three GS-12's; and two GS-11's) must be separated. Firm retirement commitments are in hand on only one GS-15 and two GS-14's. This necessarily will entail the encouragement of early retirements or the surplusing of nine additional employees. The statistical summary of the Training Plan follows:

Separations - 17 (12 GS-09 and above; 5 below GS-09)

Accessions - 5 (all below GS-09)

Promotions - 15 (12 GS-09 and above; 3 below GS-09)

Nine of these promotions (one GS-15; two GS-10's; three GS-09's; two GS-08's and one GS-04) were effective 8 August 1971

(2) Career Training - SJ - (Average Grade Reduction 10.0434 to 9.9434)

The Career Training Plan effects a reduction of 11 employees during FY 72 from the 30 June 1971 personnel on-duty strength of [ ] The reduction in average grade will be accomplished by reducing the EOD grade of Career Trainees from GS-10 and GS-11 to GS-09 and GS-10. This will still permit the Agency to be competitive in today's recruitment market. It will also lessen the impact on the gaining Career Services average grade when the Career Trainee completes his formal training, since the CT input to the Directorates will be at a lower grade level. The statistical summary of the Career Training Plan follows:

25X9

Separations - 44

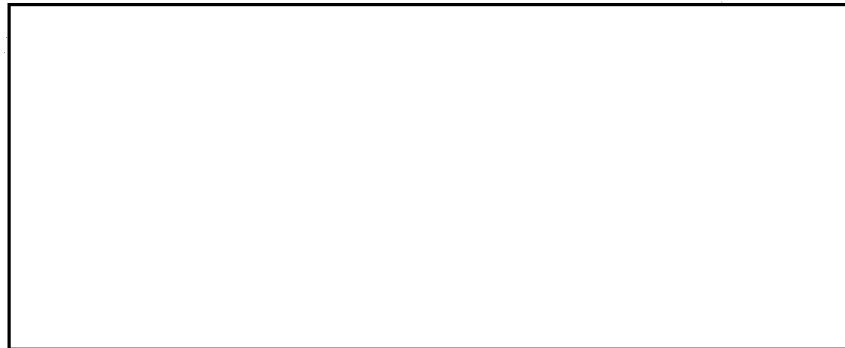
Accessions - 33

Promotions - 49

**SECRET**

**SECRET**

-5-



25X1

**f. Personnel**

**(1) Personnel - SP - (Average Grade Reduction 9.7047 to 9.6229)**

The Office of Personnel Plan effects a reduction of four employees during FY 72 from the 30 June 1971 personnel on-duty strength of  No problem is expected by the Office of Personnel in reducing its average grade. The Personnel Plan is based upon known separations during FY 72 and projections based upon attrition experience in previous years. The statistical summary of the Personnel Plan follows:

25X9

Separations - 62 (14 GS-09 and above; 48 below GS-09)  
Accessions - 58 (2 GS-09 and above; 56 below GS-09)  
Promotions - 67 (28 GS-09 and above; 39 below GS-09)  
36 of these have already been effected

**(2) Temporary Assignment Section - UD**

To meet the targeted .1 reduction in average grade for the Temporary Assignment Section, the average grade of clerical personnel entering on duty during FY 72 will be reduced to 4.0171 from the FY 71 figure of 4.1171.

**SECRET**

**SECRET**

-6-

**g. Support - S - (Average Grade Reduction 12.2490 to 12.1795)**

The Support Career Service Plan effects reduction of four employees during FY 72 from the 30 June 1971 personnel on-duty strength of [ ] No problem is anticipated in accomplishing the Support Career Service reduced average grade during FY 72. The statistical summary of the Support Plan follows:

25X9

Separations - 8 (7 GS-09 and above; 1 below GS-09)  
Accessions - 4 (2 GS-09 and above; 2 below GS-09)  
Promotions - 15 (13 GS-09 and above; 2 below GS-09)

**h. Logistics - SL - (Average Grade Reduction 9.1333 to 9.0430)**

The Office of Logistics Plan effects a reduction of 16 employees during FY 72 from the 30 June 1971 personnel on-duty strength of [ ] To accomplish the required reduction in average grade, the Director of Logistics has proposed the conversion of three Staff employees (one GS-15, one GS-14 and one GS-13) at the [ ] to Contract status. Unless this proposal is approved, the Logistics Career Service will be unable to (1) EOD three essential engineers, (2) promote any of its careerists. The Plan does not consider the alternative solution of encouraging early retirement or the separation of surplus personnel. It is planned to discuss this matter further with the Director of Logistics. The statistical summary of the Logistics Plan follows:

25X9

Separations - 106 (25 GS-09 and above; 81 below GS-09)  
Accessions - 90 (12 GS-09 and above; 78 below GS-09)  
Promotions - 13 (only if approval to convert three staffers to Contract status is granted.)

25X1

**SECRET**

**SECRET**

-7-

3. The Director of Finance and the Director of Training have stated that if they cannot encourage early retirement of a sufficient number of personnel in their respective Career Services, they will be required to identify surplus personnel in accordance with [ ] (Separation of Surplus Personnel). The Office of Logistics Plan requests authority for conversion of three Staff personnel [ ] to Contract. I have not concurred in this request. They, therefore, must also identify sufficient personnel to separate either by retirement or surplus action to permit implementation of their Career Service Plan.

25X1

25X1

4. It is recommended that the Support Directorate Career Service Personnel Plans for reduction of average grade in FY 72 as summarized in paragraph 2 and with full details attached be approved with the understanding that the Office of Logistics Plan will be adjusted in accordance with paragraph 3 above. The cumulative effect of these Plans will reduce the Support Directorate average grade from 9.8042 to 9.7672.

25X1

[ ]  
John W. Coffey  
Deputy Director  
for Support

**Attachments****APPROVED:**

\_\_\_\_\_  
Executive Director - Comptroller

\_\_\_\_\_  
Date

**Distribution:**

O-Ades (to be ret DD/S)

1 - ER

1 - Ex Dir - Compt

1 - DD/S chrono w/h

1 - CMO/DDS

1 - C/Plans Stf/DDS

*Matter closed. Memo was due to a CMB Bulletin. Later Agency was exempted according to PPB. Orig in file in PPB.*

25X1

CMO/DDS: [ ] :pao (3 Sept 71)

**SECRET**



STAT

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Next 7 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP84-00780R004200060004-8

Personnel 5

MEMORANDUM FOR: Chief, Special Activities Staff, Office of  
Personnel

SUBJECT : Selection of Career Employees

REFERENCE : Memo dtd 25 Feb 71 frm C/SAS/OP to Head  
of Support Career Service, same subj

1. The Support Career Service has conducted a review of the employees listed in referenced memorandum and has concluded that we can verify the current suitability for Career Employee status of all but two of those listed.

2. The exceptions are Messrs. [redacted]

STAT

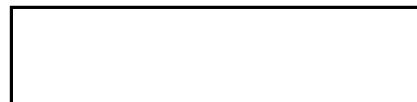
STAT

[redacted] who are currently pursuing full-time academic study.

3. As a confirmation of those we are recommending for conversion, the below named officers constitute our list:



STAT



STAT

Robert S. Watties  
Assistant Deputy Director  
for Support

Distribution:

Orig & 1 - Adse

1 - DD/S Subj

1 - DD/S Chrono w/background

1 - CMO/DDS w/background

STAT

**SECRET**  
**EYES ONLY**

MEMORANDUM FOR: Head of Support Career Service

25 FEB 1971

SUBJECT : Selection of Career Employees

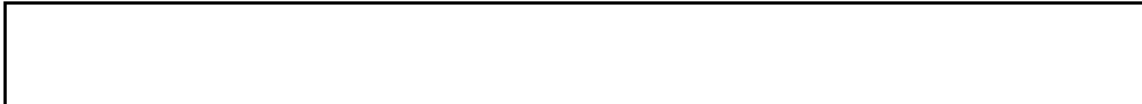
25X1

REFERENCE :



1. According to our records, the following Career-Provisional employees of your Career Service have been employed by the Agency at least three years and are at least twenty-five years of age and have, therefore, become eligible for Career Employee status:

25X1



2. As required by the referenced Regulation, a review of pertinent Agency records has been made and there is no information known to this office which would warrant consideration in regard to converting these employees to Career Employee status if you recommend such conversion.

3. It is suggested that you carefully evaluate the suitability of these employees for Career Employee status from the point of view of your Career Service, and, as provided by the Regulation, forward whatever recommendation you consider appropriate. You may recommend immediate conversion to Career Employee status, deferment of such determination for a period not to exceed one year, or termination of the individual's Career-Provisional appointment.

4. Recommendations for conversion of employees to Career Employee status, or other appropriate action as provided by the Regulation, may be submitted by memorandum.

5. In the event you determine not to recommend an employee's conversion to Career Employee status, but wish to recommend termination of his Career-Provisional status, your contemplated action should first be discussed with the undersigned to assure that the matter is handled in accordance with existing Agency regulations.

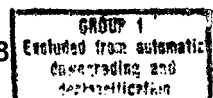
FOR THE DIRECTOR OF PERSONNEL



25X1

Chief, Special Activities Staff  
Office of Personnel

**SECRET**  
**EYES ONLY**



FILE

DD/S 71-0217

20 JAN 1971

STAT

NOTE FOR

I will appreciate it if each of you could join me and some of my staff in my office for an informal discussion on 25 January at 1600 hours for an hour or so. I would like to chat with you about such subjects as personnel management and career development problems of our Career Service or any other ideas which you would like to surface. I would hope that an exchange of views on this and related subjects will be mutually beneficial.

(signed) John W. Coffey

John W. Coffey  
Deputy Director  
for Support

STAT

cc:

O/DDS:HGM:sm (19 Jan 71)

Distribution:

- 1 - Ea adse
- 1 - DD/S Subj
- 1 - DD/S Chrono

STAT

1  
1

STAT